A6365-3U 3/92

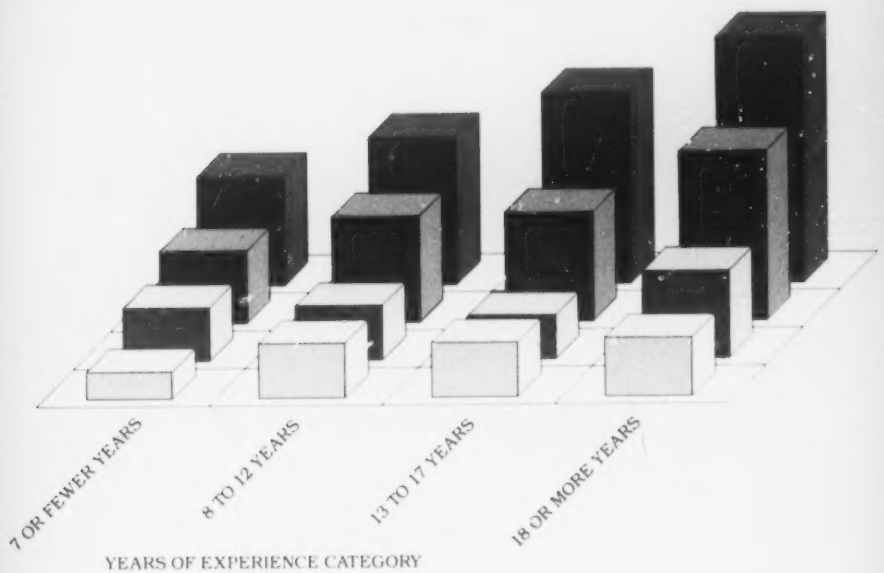
MEDICAL GROUP MANAGEMENT ASSOCIATION

MEMBERSHIP SALARY AND FRINGE BENEFIT SURVEY REPORT

1989 REPORT

BASED ON 1989 DATA

Medians for Salary and Bonuses by Position Description and Years of Experience Category



POSITION DESCRIPTION

- OFFICE MANAGER
- BUSINESS OFFICE MANAGER
- ASSISTANT ADMINISTRATOR
- CHIEF ADMINISTRATOR

MGMA

1989
MEMBERSHIP SALARY
AND
FRINGE BENEFIT
SURVEY REPORT

Based on 1989 Data

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The 1989 Membership Salary and Fringe Benefit Survey was compiled by the Center for Research in Ambulatory Health Care Administration, the research arm of the Medical Group Management Association.

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ISSN 0196-9447

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Introduction

The *1989 MGMA Membership Salary and Fringe Benefit Survey Report* presents summary statistics regarding the compensation of management personnel in MGMA member group practices. The information contained in this report is presented solely for the purpose of informing MGMA members of ranges of compensation levels of the management positions within medical group practices. While the data presented herein are not directly related to patient services, users of this report are cautioned against any agreement among practices to fix prices or fees in violation of federal or state antitrust laws.

The survey questionnaire is reprinted on page 32 of this report. Please refer to the questionnaire and its instructions to better understand the definitions of the positions stated in this report and how compensation levels were computed.

If you have a question concerning the survey results, or comments on how this report could be enhanced or the survey questionnaire improved, please contact one of the members of the Financial Management Committee or the MGMA/CRAHCA staff. Changes made in the 1989 survey and report are a direct result of member suggestions during the past year.

This report is copyrighted by the Medical Group Management Association. The MGMA/CRAHCA staff realizes the sensitive nature of salary and fringe benefit information and will maintain strict confidentiality of individual responses.

Your continued cooperation by participating in your Association's surveys is appreciated.

— 1989 MGMA Financial Management Committee
and the MGMA/CRAHCA Staff

How This Report Was Computed

The *1989 MGMA Membership Salary and Fringe Benefit Survey Report* is based on data provided by MGMA members during June and July, 1989. Out of 7036 survey questionnaires mailed to all MGMA active and associate members, 2878 questionnaires were returned, representing a response rate of 40.9 percent. To make the survey as current as possible, respondents were asked to use 1989 compensation data as the basis for completing their questionnaires. For example, when an administrator is compensated with a percentage of group revenue or by a bonus arrangement, the survey instructed the respondent to provide a "best estimate" of what 1989 total compensation would be.

Data from 29 surveys were removed from the data base because the respondents did not provide salary and bonus information. The result of this single deletion criterion is that MGMA was able to use data for 2849 MGMA members out of the original sample of 2878 respondents for a data retention rate of 99.0 percent.

Members were asked to report the best estimate of their calendar/fiscal year 1989 salary and bonuses. This included all income earned, such as annual salary, Christmas or other taxed special bonuses, payments in lieu of vacations, etc.

The questionnaire also requested members report the value (dollar cost) of the annual fringe benefits they receive. Annual fringe benefit data were reported in categories of: contribution to retirement program(s); insurance benefits (total premium cost for health/medical, dental, term life, and accidental death/disability insurance); automobile allowance (excluding mileage reimbursement); education/meeting/conference allowance; legal/tax fees; and professional association dues. The survey questionnaire summarized any noncategorized benefits in an "other" category. Survey respondents summed all fringe benefits into a Total Annual Fringe Benefits category. If a survey contained fringe benefit detail data but did not include a total, this statistic was computed for inclusion in the survey data base.

In order to insure anonymity in this report, data are suppressed when the number of responses in any table cell is less than ten. This situation is indicated by an asterisk in the compensation columns.

All data tables report frequency of response, median, 25th percentile, and 75th percentile information. The median, simply stated, is the midpoint of responses by participants when the data are ranked from low to high. For example, with 83 responses the median is the data reported by the respondent ranked 42nd. The 25th percentile is the point on the ranking at which 75 percent of the respondents earned higher salaries. In this example, it is represented by averaging the 20th and 21st ranked responses. Similarly, the 75th percentile is the point on the ranking at which 25 percent of the respondents earned higher salaries. In a sample of 83 respondents, the 62nd and 63rd ranked salaries are averaged for this indicator.

How To Use This Report

To use this report, administrators should examine both their professional backgrounds and the demographic characteristics of their groups. Each table in the report should then be examined for applicability. By selecting appropriate tables, a compensation profile of administrators having similar characteristics can be constructed.

Compensation information derived from this report should be adjusted for such factors as managerial expertise, current salary level, financial status of the group, and the relationship between the administrator and the group's physician board. Traditionally, medical group boards place the greatest emphasis on the variables of size of group, group total revenue, number of persons supervised, education level, and health care management experience when establishing salary and fringe benefits.

Extreme caution should be used in interpreting the data in this report. All data from the *1989 MGMA Membership Salary and Fringe Benefit Survey Report* are compiled from questionnaires **voluntarily** returned by MGMA members responding to the survey. No effort whatsoever was made to design, implement, and enforce a stratified random sampling procedure that would help ensure that the data presented in this report are representative of MGMA group practices in general. Due to the voluntary nature of the responses, there is most likely an element of self-selection bias in the survey results. Therefore, any generalizations made concerning administrators employed by MGMA member groups, or the United States medical group manager population as a whole, should be regarded with caution. In essence, these results are only valid for the MGMA members voluntarily participating in this survey. Additional caution should be used when interpreting results for any table cell where the number of responses is less than 20. For cells with small sample sizes, additional observations could significantly change the results.

Demographic Profile of Respondents

Table A: Geographic Distribution (MGMA Section)	Frequency	Percent
Eastern	649	22.8%
Midwest	763	26.8%
Southern	822	28.9%
Western	613	21.5%
TOTAL	2847	100.0%
Missing	31	

Table B: Size of Medical Group (Number of FTE Physicians)	Frequency	Percent
6 or Fewer	985	34.9%
7 to 15	734	26.0%
16 to 25	300	10.6%
26 to 35	186	6.6%
36 to 50	151	5.4%
51 to 100	221	7.8%
101 or More	243	8.6%
TOTAL	2820	100.0%
Missing	58	

Table C: Group Type	Frequency	Percent
Single Specialty	1579	55.2%
Multispecialty	1284	44.8%
TOTAL	2863	100.0%
Missing	15	

Table D: Percent of Group Revenue Attributed to Managed Care	Frequency	Percent
None	592	21.5%
1 to 10 Percent	986	35.9%
11 to 20 Percent	521	19.0%
21 to 50 Percent	493	17.9%
Over 50 Percent	156	5.7%
TOTAL	2748	100.0%
Missing	130	

Table E: University Affiliation	Frequency	Percent
Centralized Plan	215	7.5%
Departmentalized Plan	316	11.0%
University Health Service	18	0.6%
Other	8	0.3%
Not University Affiliated and Missing	2321	80.6%
TOTAL	2878	100.0%

Table F: Gender	Frequency	Percent
Male	1668	58.1%
Female	1201	41.9%
TOTAL	2869	100.0%
Missing	9	

Table G: Formal Education	Frequency	Percent
High School	331	11.5%
Associate Degree	325	11.3%
Bachelor's Degree	1048	36.5%
Master's Degree	1075	37.5%
Ph.D., J.D., etc.	63	2.2%
M.D.	28	1.0%
TOTAL	2870	100.0%
Missing	8	

Table H: Years of Experience Category	Frequency	Percent
7 or Fewer	786	27.4%
8 to 12	779	27.2%
13 to 17	651	22.7%
18 or More	648	22.6%
TOTAL	2864	100.0%
Missing	14	

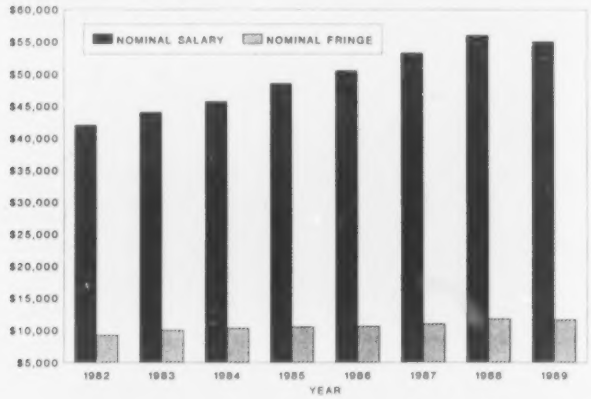
Note: Percentages may not sum to 100% due to rounding.

Table 1: Medians for Salary and Fringe Benefits for Executive Directors/Chief Administrators in Nominal and Real Dollars: 1982-1989

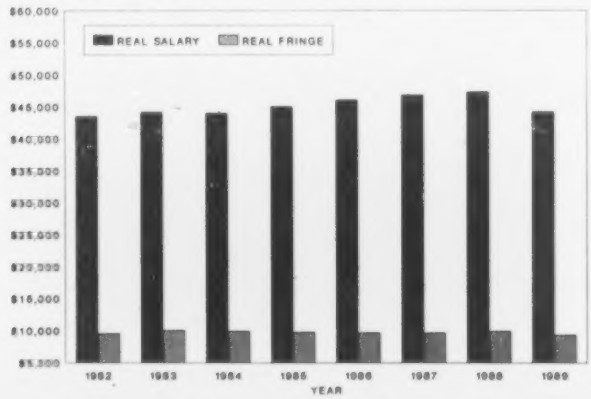
YEAR	MEDIAN SALARY AND BONUSES (NOMINAL DOLLARS)	MEDIAN TOTAL FRINGE BENEFITS (NOMINAL DOLLARS)	CONSUMER PRICE INDEX (CPI-U) (1982/84 =100)	% CHANGE IN CPI-U (1982/84 =100)	MEDIAN SALARY AND BONUSES (REAL 1982/84 DOLLARS)	MEDIAN TOTAL FRINGE BENEFITS (REAL 1982/84 DOLLARS)
1981			90.9			
1982	$42,000	$9,203	96.5	6.2%	$43,523	$9,537
1983	$44,000	$10,000	99.6	3.2%	$44,177	$10,040
1984	$45,700	$10,300	103.9	4.3%	$43,985	$9,913
1985	$48,500	$10,500	107.6	3.6%	$45,074	$9,758
1986	$50,500	$10,600	109.6	1.9%	$46,077	$9,672
1987	$53,250	$10,949	113.6	3.6%	$46,875	$9,638
1988	$56,000	$11,735	118.3	4.1%	$47,337	$9,920
1989	$55,000	$11,605	124.3	5.1%	$44,248	$9,336

NOTES: 1. THE 1989 PRICE INDEX DATA IS PRELIMINARY AND SUBJECT TO CHANGE.
2. THE DECREASE IN NOMINAL MEDIAN SALARY AND FRINGE BENEFITS FROM 1988 TO 1989 IS DUE TO A CHANGE IN THE DEFINITION OF EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR WHICH CAUSED THE NUMBER OF RESPONSES TO INCREASE FROM 1,133 IN 1988 TO 1,673 IN 1989. THE MAJORITY OF THESE ADDITIONAL RESPONSES ARE ATTRIBUTED TO SMALLER MEDICAL GROUPS OF 15 OR FEWER FTE PHYSICIANS. THEREFORE, THE MEDIAN VALUE DECREASED SINCE SMALLER MEDICAL GROUPS TEND TO HAVE LOWER COMPENSATION LEVELS.

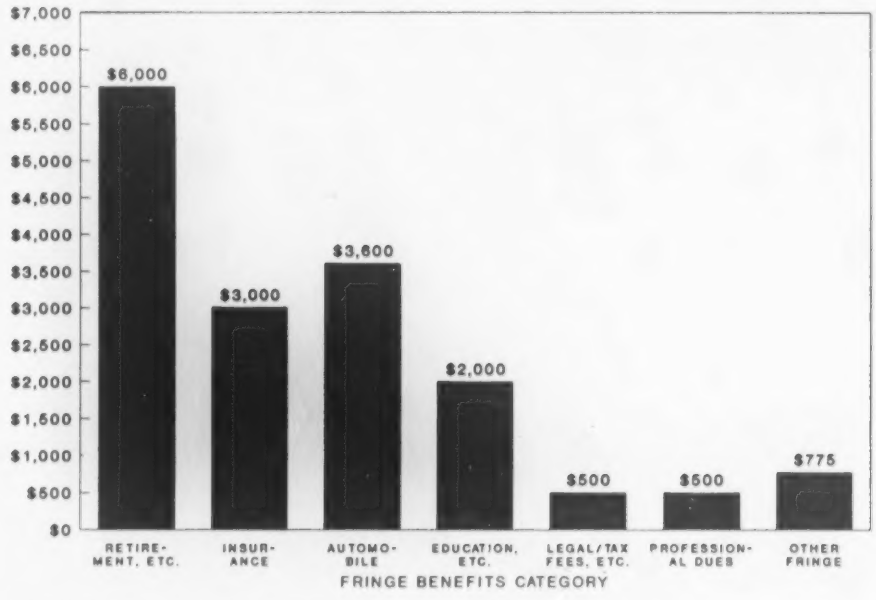
Graph 1A: Medians for Salary and Fringe Benefits for Executive Directors/Chief Administrators in Nominal Dollars: 1982-1989



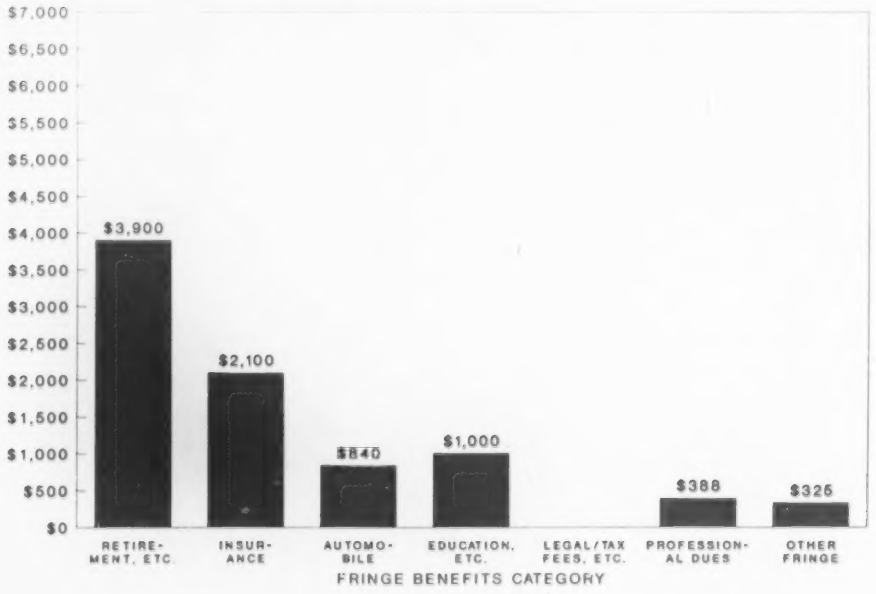
Graph 1B: Medians for Salary and Fringe Benefits for Executive Directors/Chief Administrators in Real 1982/84 Dollars: 1982-1989



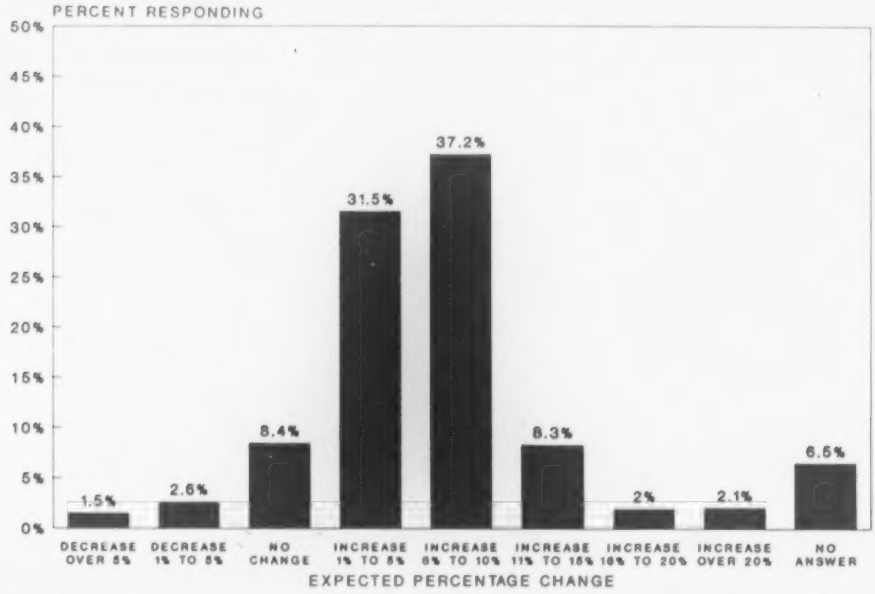
Graph 2A: Medians for Fringe Benefits for Executive Directors/Chief Administrators



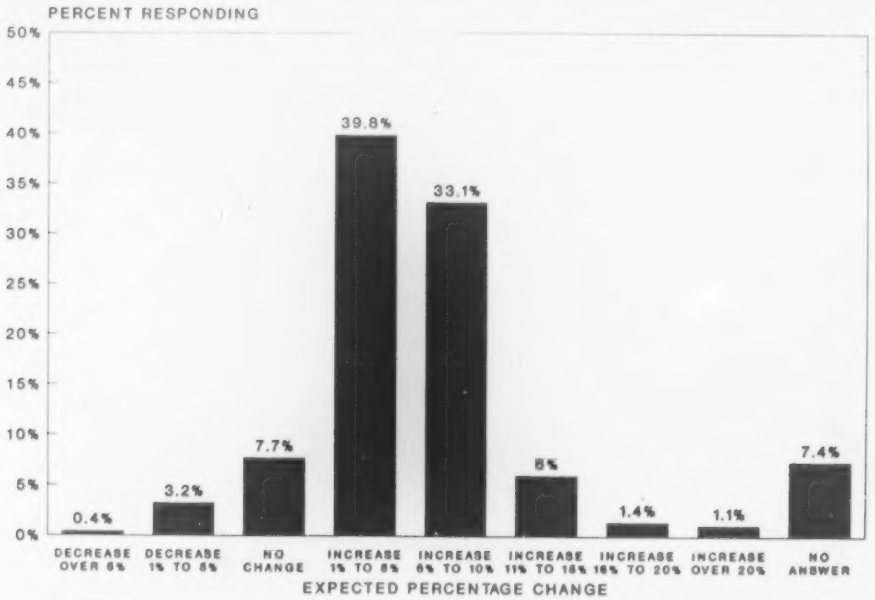
Graph 2B: Medians for Fringe Benefits for Office Managers



Graph 3A: Expected Percentage Change in Compensation from 1988 to 1989 for Executive Directors/Chief Administrators



Graph 3B: Expected Percentage Change in Compensation from 1988 to 1989 for Office Managers



Graph 4A: Medians for Salary and Bonuses for Executive Directors/Chief Administrators by Single Specialty Group Type

Graph 4B: Medians for Salary and Bonuses for Office Managers by Single Specialty Group Type

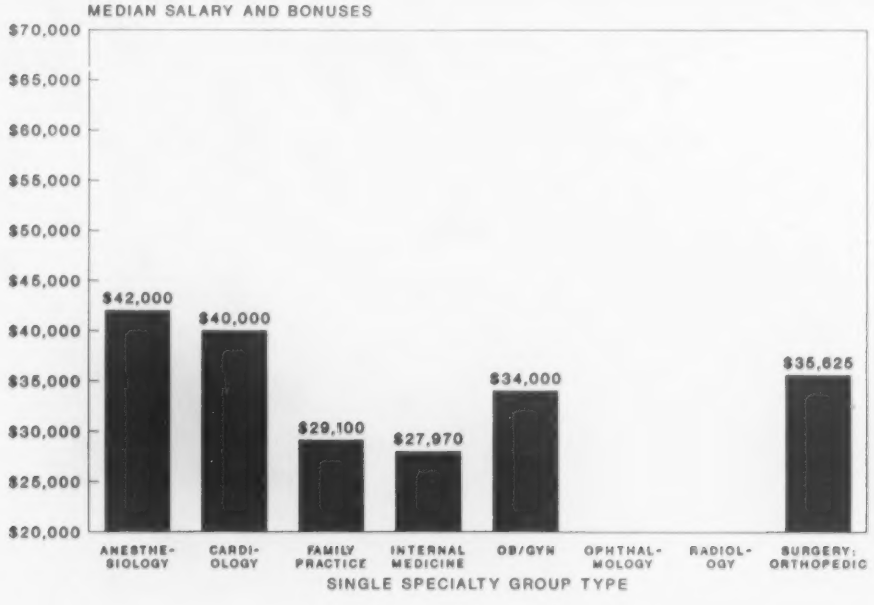


Table 5A — Part 1: Number of Responses for Salary and Fringe Benefits by Position Description

SALARY AND FRINGE BENEFITS CATEGORY	POSITION DESCRIPTION					
	EXECUTIVE DIRECTOR/ CHIEF ADMINISTRATOR	UNIVERSITY DEPARTMENT ADMINISTRATOR	ASSOCIATE ADMINISTRATOR	ASSISTANT ADMINISTRATOR	OFFICE MANAGER	CONTROLLER
SALARY AND BONUSES	1,673	216	238	169	279	36
RETIREMENT, PENSION AND PROFIT SHARING	1,407	188	206	143	233	31
INSURANCE	1,595	183	225	155	259	35
AUTOMOBILE	371	5	23	13	38	1
EDUCATION/MEETING/CONFERENCE ALLOWANCES	1,468	194	213	149	238	34
LEGAL/TAX FEES AND FINANCIAL ADVISORY FEES	117	3	11	7	3	0
PROFESSIONAL ASSOCIATION DUES	1,503	194	208	148	260	29
OTHER (CLUB MEMBERSHIP, SPOUSE TRAVEL, ETC.)	332	22	29	16	26	5
TOTAL FRINGE BENEFITS	1,650	215	236	164	277	35
PAID VACATION DAYS ENTITLEMENT	1,659	216	237	169	277	36
EDUCATION/MEETING/CONFERENCE DAYS ENTITLEMENT	1,258	149	175	108	158	24
EDUCATION/MEETING/CONFERENCE DAYS USED	1,548	198	219	155	257	29

Table 5B — Part 1: 25th Percentiles for Salary and Fringe Benefits by Position Description

SALARY AND FRINGE BENEFITS CATEGORY	POSITION DESCRIPTION					
	EXECUTIVE DIRECTOR/ CHIEF ADMINISTRATOR	UNIVERSITY DEPARTMENT ADMINISTRATOR	ASSOCIATE ADMINISTRATOR	ASSISTANT ADMINISTRATOR	OFFICE MANAGER	CONTROLLER
SALARY AND BONUSES	$42,600	$40,000	$32,000	$35,600	$27,720	$35,250
RETIREMENT, PENSION AND PROFIT SHARING	$3,800	$3,000	$2,750	$2,000	$2,900	$2,400
INSURANCE	$1,800	$1,500	$1,500	$1,400	$1,330	$1,500
AUTOMOBILE	$1,800	*	$1,500	$240	$520	*
EDUCATION/MEETING/CONFERENCE ALLOWANCES	$1,000	$1,400	$1,000	$1,000	$500	$750
LEGAL/TAX FEES AND FINANCIAL ADVISORY FEES	$300	*	$700	*	*	*
PROFESSIONAL ASSOCIATION DUES	$350	$200	$250	$200	$300	$200
OTHER (CLUB MEMBERSHIP, SPOUSE TRAVEL, ETC.)	$400	$200	$300	$190	$150	*
TOTAL FRINGE BENEFITS	$7,350	$7,040	$5,955	$5,505	$4,602	$5,250
PAID VACATION DAYS ENTITLEMENT	15	19	15	15	14	15
EDUCATION/MEETING/CONFERENCE DAYS ENTITLEMENT	5	6	5	5	5	5
EDUCATION/MEETING/CONFERENCE DAYS USED	5	4	4	4	3	4

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONSES IS LESS THAN 10.

Table 5C — Part 1: Medians for Salary and Fringe Benefits by Position Description

SALARY AND FRINGE BENEFITS CATEGORY	POSITION DESCRIPTION					
	EXECUTIVE DIRECTOR/ CHIEF ADMINISTRATOR	UNIVERSITY DEPARTMENT ADMINISTRATOR	ASSOCIATE ADMINISTRATOR	ASSISTANT ADMINISTRATOR	OFFICE MANAGER	CONTROLLER
SALARY AND BONUSES	$55,000	$47,295	$48,000	$42,000	$33,884	$44,536
RETIREMENT, PENSION AND PROFIT SHARING	$6,000	$4,713	$4,734	$3,600	$3,900	$4,000
INSURANCE	$3,000	$3,000	$2,800	$2,500	$2,100	$2,700
AUTOMOBILE	$3,600	*	$2,400	$850	$840	*
EDUCATION/MEETING/CONFERENCE ALLOWANCES	$2,000	$2,000	$1,500	$1,500	$1,000	$1,200
LEGAL/TAX FEES AND FINANCIAL ADVISORY FEES	$500	*	$300	*	*	*
PROFESSIONAL ASSOCIATION DUES	$500	$460	$400	$300	$388	$250
OTHER (CLUB MEMBERSHIP, SPOUSE TRAVEL, ETC.)	$775	$983	$700	$250	$325	*
TOTAL FRINGE BENEFITS	$11,605	$9,975	$9,531	$7,814	$7,052	$7,350
PAID VACATION DAYS ENTITLEMENT	20	20	20	19	15	15
EDUCATION/MEETING/CONFERENCE DAYS ENTITLEMENT	10	10	8	7	7	5
EDUCATION/MEETING/CONFERENCE DAYS USED	6	6	5	5	5	5

Table 5D — Part 1: 75th Percentiles for Salary and Fringe Benefits by Position Description

SALARY AND FRINGE BENEFITS CATEGORY	POSITION DESCRIPTION					
	EXECUTIVE DIRECTOR/ CHIEF ADMINISTRATOR	UNIVERSITY DEPARTMENT ADMINISTRATOR	ASSOCIATE ADMINISTRATOR	ASSISTANT ADMINISTRATOR	OFFICE MANAGER	CONTROLLER
SALARY AND BONUSES	$75,000	$61,757	$60,756	$52,000	$39,000	$51,500
RETIREMENT, PENSION AND PROFIT SHARING	$9,915	$7,652	$7,800	$5,500	$5,250	$5,865
INSURANCE	$4,500	$5,000	$4,000	$3,700	$3,300	$4,000
AUTOMOBILE	$5,000	*	$5,000	$3,000	$2,000	*
EDUCATION/MEETING/CONFERENCE ALLOWANCES	$2,840	$3,000	$2,500	$2,000	$1,500	$1,500
LEGAL/TAX FEES AND FINANCIAL ADVISORY FEES	$1,000	*	$1,000	*	*	*
PROFESSIONAL ASSOCIATION DUES	$600	$500	$500	$500	$500	$500
OTHER (CLUB MEMBERSHIP, SPOUSE TRAVEL, ETC.)	$1,500	$2,000	$2,000	$850	$500	*
TOTAL FRINGE BENEFITS	$16,944	$14,000	$14,075	$10,887	$10,000	$10,700
PAID VACATION DAYS ENTITLEMENT	20	22	20	22	20	20
EDUCATION/MEETING/CONFERENCE DAYS ENTITLEMENT	10	10	10	10	10	10
EDUCATION/MEETING/CONFERENCE DAYS USED	10	10	8	8	7	7

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONSES IS LESS THAN 10.

Table 5A — Part 2: Number of Responses for Salary and Fringe Benefits by Position Description

SALARY AND FRINGE BENEFITS CATEGORY	POSITION DESCRIPTION					
	CHIEF FINANCIAL OFFICER	BUSINESS OFFICE MANAGER	PERSONNEL DIRECTOR	MEDICAL DIRECTOR	PHYSICIAN	OTHER
SALARY AND BONUSES	80	99	16	12	4	16
RETIREMENT, PENSION AND PROFIT SHARING	74	80	15	9	4	10
INSURANCE	75	90	16	12	4	12
AUTOMOBILE	8	9	0	1	0	2
EDUCATION/MEETING/CONFERENCE ALLOWANCES	70	80	12	10	3	13
LEGAL/TAX FEES AND FINANCIAL ADVISORY FEES	5	6	1	1	1	0
PROFESSIONAL ASSOCIATION DUES	72	93	12	10	2	14
OTHER (CLUB MEMBERSHIP, SPOUSE TRAVEL, ETC.)	12	16	1	5	1	3
TOTAL FRINGE BENEFITS	80	98	16	12	4	15
PAID VACATION DAYS ENTITLEMENT	80	99	16	11	4	14
EDUCATION/MEETING/CONFERENCE DAYS ENTITLEMENT	59	58	9	11	2	12
EDUCATION/MEETING/CONFERENCE DAYS USED	72	92	16	12	4	14

Table 5B — Part 2: 25th Percentiles for Salary and Fringe Benefits by Position Description

SALARY AND FRINGE BENEFITS CATEGORY	POSITION DESCRIPTION				
	CHIEF FINANCIAL OFFICER	BUSINESS OFFICE MANAGER	PERSONNEL DIRECTOR	MEDICAL DIRECTOR	OTHER
SALARY AND BONUSES	$49,000	$30,500	$34,950	$103,500	$34,050
RETIREMENT, PENSION AND PROFIT SHARING	$3,200	$2,753	$2,062	*	$1,500
INSURANCE	$2,000	$1,500	$1,507	$3,800	$2,000
AUTOMOBILE	*	*	*	*	*
EDUCATION/MEETING/CONFERENCE ALLOWANCES	$1,200	$500	$1,500	$2,300	$1,000
LEGAL/TAX FEES AND FINANCIAL ADVISORY FEES	*	*	*	*	*
PROFESSIONAL ASSOCIATION DUES	$243	$200	$200	$600	$225
OTHER (CLUB MEMBERSHIP, SPOUSE TRAVEL, ETC.)	$300	$200	*	*	*
TOTAL FRINGE BENEFITS	$8,394	$4,384	$5,834	$16,400	$3,500
PAID VACATION DAYS ENTITLEMENT	15	15	15	20	15
EDUCATION/MEETING/CONFERENCE DAYS ENTITLEMENT	5	5	*	10	5
EDUCATION/MEETING/CONFERENCE DAYS USED	3	4	3	7	4

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONSES IS LESS THAN 10.

Table 5C — Part 2: Medians for Salary and Fringe Benefits by Position Description

SALARY AND FRINGE BENEFITS CATEGORY	POSITION DESCRIPTION				
	CHIEF FINANCIAL OFFICER	BUSINESS OFFICE MANAGER	PERSONNEL DIRECTOR	MEDICAL DIRECTOR	OTHER
SALARY AND BONUSES	$59,768	$35,000	$39,500	$117,008	$45,300
RETIREMENT, PENSION AND PROFIT SHARING	$5,050	$4,447	$4,000	*	$2,750
INSURANCE	$3,177	$2,233	$3,250	$4,000	$2,428
AUTOMOBILE	*	*	*	*	*
EDUCATION/MEETING/CONFERENCE ALLOWANCES	$1,650	$1,000	$1,750	$3,000	$1,500
LEGAL/TAX FEES AND FINANCIAL ADVISORY FEES	*	*	*	*	*
PROFESSIONAL ASSOCIATION DUES	$300	$350	$200	$900	$445
OTHER (CLUB MEMBERSHIP, SPOUSE TRAVEL, ETC.)	$625	$450	*	*	*
TOTAL FRINGE BENEFITS	$10,250	$7,530	$9,250	$20,600	$5,025
PAID VACATION DAYS ENTITLEMENT	20	20	20	28	21
EDUCATION/MEETING/CONFERENCE DAYS ENTITLEMENT	7	10	*	12	9
EDUCATION/MEETING/CONFERENCE DAYS USED	5	6	5	12	7

Table 5D — Part 2: 75th Percentiles for Salary and Fringe Benefits by Position Description

SALARY AND FRINGE BENEFITS CATEGORY	POSITION DESCRIPTION				
	CHIEF FINANCIAL OFFICER	BUSINESS OFFICE MANAGER	PERSONNEL DIRECTOR	MEDICAL DIRECTOR	OTHER
SALARY AND BONUSES	$72,000	$45,000	$65,240	$153,000	$53,000
RETIREMENT, PENSION AND PROFIT SHARING	$8,362	$5,421	$5,200	*	$4,840
INSURANCE	$4,000	$3,720	$4,100	$4,600	$3,200
AUTOMOBILE	*	*	*	*	*
EDUCATION/MEETING/CONFERENCE ALLOWANCES	$2,500	$2,000	$2,250	$4,167	$3,000
LEGAL/TAX FEES AND FINANCIAL ADVISORY FEES	*	*	*	*	*
PROFESSIONAL ASSOCIATION DUES	$500	$500	$275	$1,200	$500
OTHER (CLUB MEMBERSHIP, SPOUSE TRAVEL, ETC.)	$1,000	$800	*	*	*
TOTAL FRINGE BENEFITS	$13,713	$11,770	$12,925	$26,171	$8,055
PAID VACATION DAYS ENTITLEMENT	20	22	22	30	24
EDUCATION/MEETING/CONFERENCE DAYS ENTITLEMENT	10	10	*	20	10
EDUCATION/MEETING/CONFERENCE DAYS USED	8	8	9	17	8

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONSES IS LESS THAN 10.

Table 6A: Number of Responses for Salary and Bonuses by Position Description and Formal Education Category

POSITION DESCRIPTION	FORMAL EDUCATION CATEGORY					
	HIGH SCHOOL	ASSOCIATE DEGREE	BACHELORS DEGREE	MASTERS DEGREE	PHD OR JD	MD
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	156	174	612	669	48	10
UNIVERSITY DEPARTMENT ADMINISTRATOR	9	13	66	122	6	0
ASSOCIATE ADMINISTRATOR	27	26	76	107	2	0
ASSISTANT ADMINISTRATOR	14	14	66	73	1	0
OFFICE MANAGER	83	69	99	24	2	0
CONTROLLER	3	5	26	2	0	0
CHIEF FINANCIAL OFFICER	0	1	45	32	2	0
BUSINESS OFFICE MANAGER	27	17	32	23	0	0
PERSONNEL DIRECTOR	3	1	7	3	2	0
MEDICAL DIRECTOR	0	0	0	0	0	12
PHYSICIAN	0	0	0	0	0	4
OTHER	2	2	5	7	0	0

Table 6B: 25th Percentiles for Salary and Bonuses by Position Description and Formal Education Category

POSITION DESCRIPTION	FORMAL EDUCATION CATEGORY					
	HIGH SCHOOL	ASSOCIATE DEGREE	BACHELORS DEGREE	MASTERS DEGREE	PHD OR JD	MD
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$32,500	$36,800	$42,000	$50,000	$53,750	$85,000
UNIVERSITY DEPARTMENT ADMINISTRATOR	*	$28,392	$40,000	$41,500	*	*
ASSOCIATE ADMINISTRATOR	$31,424	$32,100	$38,000	$45,000	*	*
ASSISTANT ADMINISTRATOR	$30,500	$26,100	$33,000	$38,300	*	*
OFFICE MANAGER	$26,250	$27,500	$29,000	$32,000	*	*
CONTROLLER	*	*	$40,000	*	*	*
CHIEF FINANCIAL OFFICER	*	*	$51,000	$46,250	*	*
BUSINESS OFFICE MANAGER	$27,000	$29,500	$31,500	$34,000	*	*
PERSONNEL DIRECTOR	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	$103,500
PHYSICIAN	*	*	*	*	*	*
OTHER	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONSES IS LESS THAN 10.

Table 6C: Medians for Salary and Bonuses by Position Description and Formal Education Category

POSITION DESCRIPTION	FORMAL EDUCATION CATEGORY					
	HIGH SCHOOL	ASSOCIATE DEGREE	BACHELORS DEGREE	MASTERS DEGREE	PHD OR JD	MD
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$42,000	$46,000	$54,000	$61,500	$73,500	$124,100
UNIVERSITY DEPARTMENT ADMINISTRATOR	*	$41,600	$47,125	$48,801	*	*
ASSOCIATE ADMINISTRATOR	$36,000	$39,750	$44,250	$56,430	*	*
ASSISTANT ADMINISTRATOR	$37,750	$30,378	$41,400	$47,500	*	*
OFFICE MANAGER	$31,000	$33,884	$34,360	$39,500	*	*
CONTROLLER	*	*	$46,500	*	*	*
CHIEF FINANCIAL OFFICER	*	*	$58,000	$59,768	*	*
BUSINESS OFFICE MANAGER	$31,100	$35,000	$36,500	$43,500	*	*
PERSONNEL DIRECTOR	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	$117,008
PHYSICIAN	*	*	*	*	*	*
OTHER	*	*	*	*	*	*

Table 6D: 75th Percentiles for Salary and Bonuses by Position Description and Formal Education Category

POSITION DESCRIPTION	FORMAL EDUCATION CATEGORY					
	HIGH SCHOOL	ASSOCIATE DEGREE	BACHELORS DEGREE	MASTERS DEGREE	PHD OR JD	MD
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$53,250	$60,000	$75,000	$80,000	$110,000	$175,000
UNIVERSITY DEPARTMENT ADMINISTRATOR	*	$45,410	$57,000	$62,000	*	*
ASSOCIATE ADMINISTRATOR	$42,000	$50,000	$56,300	$71,000	*	*
ASSISTANT ADMINISTRATOR	$41,541	$40,000	$51,775	$55,200	*	*
OFFICE MANAGER	$36,000	$38,000	$40,000	$48,750	*	*
CONTROLLER	*	*	$55,000	*	*	*
CHIEF FINANCIAL OFFICER	*	*	$70,000	$74,500	*	*
BUSINESS OFFICE MANAGER	$38,223	$40,000	$46,125	$50,000	*	*
PERSONNEL DIRECTOR	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	$153,000
PHYSICIAN	*	*	*	*	*	*
OTHER	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONSES IS LESS THAN 10.

Table 7A: Number of Responses for Salary and Bonuses by Position Description, Years of Experience Category, and Gender

POSITION DESCRIPTION	YEARS OF EXPERIENCE CATEGORY							
	7 OR FEWER YEARS		8 TO 12 YEARS		13 TO 17 YEARS		18 OR MORE YEARS	
	GENDER		GENDER		GENDER		GENDER	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	196	145	262	187	298	124	355	93
UNIVERSITY DEPARTMENT ADMINISTRATOR	24	39	36	36	28	17	24	11
ASSOCIATE ADMINISTRATOR	31	38	27	30	33	26	32	19
ASSISTANT ADMINISTRATOR	47	35	18	26	15	14	11	3
OFFICE MANAGER	27	91	11	68	7	32	11	30
CONTROLLER	9	8	6	2	2	1	5	3
CHIEF FINANCIAL OFFICER	21	8	19	4	11	3	14	0
BUSINESS OFFICE MANAGER	17	21	6	21	5	12	4	13
PERSONNEL DIRECTOR	1	2	3	4	2	1	2	0
MEDICAL DIRECTOR	4	0	1	0	3	0	4	0
PHYSICIAN	2	0	0	0	2	0	0	0
OTHER	1	3	1	5	2	0	4	0

Table 7B: 25th Percentiles for Salary and Bonuses by Position Description, Years of Experience Category, and Gender

POSITION DESCRIPTION	YEARS OF EXPERIENCE CATEGORY							
	7 OR FEWER YEARS		8 TO 12 YEARS		13 TO 17 YEARS		18 OR MORE YEARS	
	GENDER		GENDER		GENDER		GENDER	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$40,000	$33,000	$48,699	$35,000	$51,900	$37,350	$60,000	$37,000
UNIVERSITY DEPARTMENT ADMINISTRATOR	$36,000	$35,000	$42,000	$41,438	$54,200	$35,000	$59,202	$43,000
ASSOCIATE ADMINISTRATOR	$38,500	$32,750	$43,250	$34,600	$56,760	$36,700	$51,400	$35,030
ASSISTANT ADMINISTRATOR	$36,500	$29,000	$39,500	$33,000	$45,000	$31,500	$51,500	*
OFFICE MANAGER	$27,778	$25,000	$36,225	$29,000	*	$30,119	$32,000	$32,600
CONTROLLER	*	*	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	$46,000	*	$58,000	*	$52,000	*	$59,535	*
BUSINESS OFFICE MANAGER	$31,500	$30,500	*	$27,500	*	$29,000	*	$31,980
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONSES IS LESS THAN 10.

Table 7C: Medians for Salary and Bonuses by Position Description, Years of Experience Category, and Gender

POSITION DESCRIPTION	YEARS OF EXPERIENCE CATEGORY							
	7 OR FEWER YEARS		8 TO 12 YEARS		13 TO 17 YEARS		18 OR MORE YEARS	
	GENDER		GENDER		GENDER		GENDER	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$50,500	$39,000	$58,550	$44,000	$65,000	$46,800	$76,500	$49,000
UNIVERSITY DEPARTMENT ADMINISTRATOR	$45,250	$39,000	$47,750	$46,034	$64,600	$43,000	$64,983	$53,800
ASSOCIATE ADMINISTRATOR	$47,000	$38,000	$55,000	$40,000	$68,000	$43,500	$62,500	$43,000
ASSISTANT ADMINISTRATOR	$40,500	$36,083	$47,000	$41,000	$56,000	$38,500	$64,000	*
OFFICE MANAGER	$34,000	$29,200	$43,000	$34,000	*	$34,836	$38,000	$35,225
CONTROLLER	*	*	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	$53,500	*	$64,000	*	$63,000	*	$68,750	*
BUSINESS OFFICE MANAGER	$38,000	$33,000	*	$32,880	*	$33,000	*	$40,800
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

Table 7D: 75th Percentiles for Salary and Bonuses by Position Description, Years of Experience Category, and Gender

POSITION DESCRIPTION	YEARS OF EXPERIENCE CATEGORY							
	7 OR FEWER YEARS		8 TO 12 YEARS		13 TO 17 YEARS		18 OR MORE YEARS	
	GENDER		GENDER		GENDER		GENDER	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$62,750	$45,000	$74,500	$54,500	$86,000	$60,000	$96,000	$60,000
UNIVERSITY DEPARTMENT ADMINISTRATOR	$51,260	$45,000	$57,950	$54,500	$76,315	$51,750	$84,000	$66,780
ASSOCIATE ADMINISTRATOR	$54,000	$42,000	$68,000	$50,000	$85,000	$51,000	$75,000	$50,000
ASSISTANT ADMINISTRATOR	$49,000	$42,500	$57,000	$52,000	$67,000	$42,000	$85,000	*
OFFICE MANAGER	$48,000	$35,000	$60,000	$39,500	*	$39,500	$59,745	$40,000
CONTROLLER	*	*	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	$62,000	*	$79,458	*	$75,000	*	$88,500	*
BUSINESS OFFICE MANAGER	$48,500	$40,000	*	$38,000	*	$42,500	*	$45,000
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONSES IS LESS THAN 10.

Table 8A: Number of Responses for Salary and Bonuses by Position Description, Income Determination Method, and Written Employment Contract Status

POSITION DESCRIPTION	INCOME DETERMINATION METHOD							
	STRAIGHT SALARY		PERCENT OF GROUP INCOME		COMBINATION OF SALARY AND PERCENT		SALARY PLUS BONUS	
	WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS	
	YES	NO	YES	NO	YES	NO	YES	NO
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	226	576	43	28	76	66	231	417
UNIVERSITY DEPARTMENT ADMINISTRATOR	26	148	0	0	2	2	8	29
ASSOCIATE ADMINISTRATOR	22	135	3	4	2	0	12	60
ASSISTANT ADMINISTRATOR	10	118	0	0	0	1	8	32
OFFICE MANAGER	15	158	0	1	1	6	15	82
CONTROLLER	3	26	0	0	0	2	0	5
CHIEF FINANCIAL OFFICER	4	40	2	0	1	1	10	22
BUSINESS OFFICE MANAGER	6	59	0	0	1	3	2	27
PERSONNEL DIRECTOR	1	15	0	0	0	0	0	0
MEDICAL DIRECTOR	2	3	1	0	1	3	2	0
PHYSICIAN	0	0	1	0	1	0	2	0
OTHER	0	11	0	0	1	0	2	2

Table 8B: 25th Percentiles for Salary and Bonuses by Position Description, Income Determination Method, and Written Employment Contract Status

POSITION DESCRIPTION	INCOME DETERMINATION METHOD							
	STRAIGHT SALARY		PERCENT OF GROUP INCOME		COMBINATION OF SALARY AND PERCENT		SALARY PLUS BONUS	
	WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS	
	YES	NO	YES	NO	YES	NO	YES	NO
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$45,000	$40,000	$70,000	$75,500	$50,000	$50,000	$52,000	$40,000
UNIVERSITY DEPARTMENT ADMINISTRATOR	$31,600	$40,000	*	*	*	*	*	$48,500
ASSOCIATE ADMINISTRATOR	$41,000	$36,000	*	*	*	*	$49,500	$39,050
ASSISTANT ADMINISTRATOR	$31,500	$35,000	*	*	*	*	*	$37,500
OFFICE MANAGER	$27,238	$26,500	*	*	*	*	$33,000	$29,000
CONTROLLER	*	$33,500	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	*	$42,500	*	*	*	*	$65,000	$55,000
BUSINESS OFFICE MANAGER	*	$28,000	*	*	*	*	*	$32,000
PERSONNEL DIRECTOR	*	$34,000	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*	*
OTHER	*	$33,500	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONSES IS LESS THAN 10.

Table 8C: Medians for Salary and Bonuses by Position Description, Income Determination Method, and Written Employment Contract Status

POSITION DESCRIPTION	INCOME DETERMINATION METHOD							
	STRAIGHT SALARY		PERCENT OF GROUP INCOME		COMBINATION OF SALARY AND PERCENT		SALARY PLUS BONUS	
	WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS	
	YES	NO	YES	NO	YES	NO	YES	NO
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$60,000	$50,000	$92,000	$94,250	$70,000	$61,625	$65,000	$52,000
UNIVERSITY DEPARTMENT ADMINISTRATOR	$42,000	$45,974	*	*	*	*	*	$62,000
ASSOCIATE ADMINISTRATOR	$50,000	$44,950	*	*	*	*	$60,378	$50,000
ASSISTANT ADMINISTRATOR	$36,500	$42,000	*	*	*	*	*	$47,150
OFFICE MANAGER	$31,500	$32,000	*	*	*	*	$36,000	$35,000
CONTROLLER	*	$41,000	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	*	$51,500	*	*	*	*	$70,000	$63,850
BUSINESS OFFICE MANAGER	*	$34,000	*	*	*	*	*	$37,070
PERSONNEL DIRECTOR	*	$39,000	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*	*
OTHER	*	$45,600	*	*	*	*	*	*

Table 8D: 75th Percentiles for Salary and Bonuses by Position Description, Income Determination Method, and Written Employment Contract Status

POSITION DESCRIPTION	INCOME DETERMINATION METHOD							
	STRAIGHT SALARY		PERCENT OF GROUP INCOME		COMBINATION OF SALARY AND PERCENT		SALARY PLUS BONUS	
	WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS	
	YES	NO	YES	NO	YES	NO	YES	NO
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$78,000	$65,000	$110,667	$143,800	$91,500	$76,000	$88,000	$68,000
UNIVERSITY DEPARTMENT ADMINISTRATOR	$48,200	$57,000	*	*	*	*	*	$71,000
ASSOCIATE ADMINISTRATOR	$68,000	$56,100	*	*	*	*	$80,000	$67,000
ASSISTANT ADMINISTRATOR	$50,000	$50,500	*	*	*	*	*	$55,500
OFFICE MANAGER	$36,000	$36,500	*	*	*	*	$50,000	$42,000
CONTROLLER	*	$48,000	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	*	$61,000	*	*	*	*	$74,000	$72,000
BUSINESS OFFICE MANAGER	*	$41,000	*	*	*	*	*	$46,700
PERSONNEL DIRECTOR	*	$63,480	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*	*
OTHER	*	$51,000	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONSES IS LESS THAN 10.

Table 9A: Number of Responses for Salary and Bonuses by Position Description, Total Revenue Category, and Group Type

POSITION DESCRIPTION	TOTAL REVENUE CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	259	80	359	150	236	203	62	241
UNIVERSITY DEPARTMENT ADMINISTRATOR	36	3	35	9	52	20	17	16
ASSOCIATE ADMINISTRATOR	23	5	19	14	16	28	8	102
ASSISTANT ADMINISTRATOR	8	3	7	6	8	13	4	87
OFFICE MANAGER	136	22	56	12	14	1	1	4
CONTROLLER	2	0	2	2	3	9	2	15
CHIEF FINANCIAL OFFICER	0	0	2	2	5	9	7	54
BUSINESS OFFICE MANAGER	22	5	21	4	10	5	6	14
PERSONNEL DIRECTOR	0	1	0	0	0	0	0	12
MEDICAL DIRECTOR	0	1	0	0	0	2	1	7
PHYSICIAN	0	0	1	0	0	2	0	0
OTHER	2	0	1	2	1	2	1	0

Table 9B: 25th Percentiles for Salary and Bonuses by Position Description, Total Revenue Category, and Group Type

POSITION DESCRIPTION	TOTAL REVENUE CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$33,000	$33,000	$41,518	$42,000	$53,000	$54,600	$70,000	$75,000
UNIVERSITY DEPARTMENT ADMINISTRATOR	$36,230	*	$40,000	*	$47,023	$38,250	$52,500	$46,805
ASSOCIATE ADMINISTRATOR	$30,344	*	$31,424	$38,000	$39,800	$38,500	*	$50,000
ASSISTANT ADMINISTRATOR	*	*	*	*	*	$33,000	*	$39,700
OFFICE MANAGER	$26,575	$27,000	$33,942	$27,369	$35,500	*	*	*
CONTROLLER	*	*	*	*	*	*	*	$46,000
CHIEF FINANCIAL OFFICER	*	*	*	*	*	*	*	$49,000
BUSINESS OFFICE MANAGER	$25,000	*	$31,500	*	$32,000	*	*	$38,000
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	$34,950
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONSES IS LESS THAN 10.

Table 9C: Medians for Salary and Bonuses by Position Description, Total Revenue Category, and Group Type

POSITION DESCRIPTION	TOTAL REVENUE CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$39,400	$41,027	$50,000	$50,250	$64,250	$65,000	$85,000	$90,000
UNIVERSITY DEPARTMENT ADMINISTRATOR	$40,986	*	$44,000	*	$54,825	$53,200	$66,000	$65,500
ASSOCIATE ADMINISTRATOR	$35,000	*	$38,000	$41,000	$44,000	$44,500	*	$60,878
ASSISTANT ADMINISTRATOR	*	*	*	*	*	$40,500	*	$48,000
OFFICE MANAGER	$30,850	$32,250	$38,032	$32,000	$44,857	*	*	*
CONTROLLER	*	*	*	*	*	*	*	$55,000
CHIEF FINANCIAL OFFICER	*	*	*	*	*	*	*	$58,768
BUSINESS OFFICE MANAGER	$29,000	*	$38,223	*	$35,000	*	*	$47,000
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	$39,500
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

Table 9D: 75th Percentiles for Salary and Bonuses by Position Description, Total Revenue Category, and Group Type

POSITION DESCRIPTION	TOTAL REVENUE CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$47,000	$50,118	$60,000	$59,000	$82,125	$78,000	$101,000	$113,000
UNIVERSITY DEPARTMENT ADMINISTRATOR	$45,304	*	$55,000	*	$66,890	$64,600	$76,400	$81,500
ASSOCIATE ADMINISTRATOR	$40,000	*	$44,950	$48,000	$50,000	$53,500	*	$75,000
ASSISTANT ADMINISTRATOR	*	*	*	*	*	$46,600	*	$57,000
OFFICE MANAGER	$35,900	$36,000	$42,600	$40,250	$53,500	*	*	*
CONTROLLER	*	*	*	*	*	*	*	$60,000
CHIEF FINANCIAL OFFICER	*	*	*	*	*	*	*	$72,000
BUSINESS OFFICE MANAGER	$33,000	*	$48,000	*	$40,000	*	*	$65,500
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	$66,743
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONSES IS LESS THAN 10.

Table 10A: Number of Responses for Salary and Bonuses by Position Description and Number of FTE Physicians Category

POSITION DESCRIPTION	NUMBER OF FTE PHYSICIANS CATEGORY						
	6 OR FEWER	7 TO 15	16 TO 25	26 TO 35	36 TO 50	51 TO 100	101 OR MORE
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	617	524	189	92	63	75	88
UNIVERSITY DEPARTMENT ADMINISTRATOR	20	61	39	31	22	26	14
ASSOCIATE ADMINISTRATOR	37	42	27	23	17	39	49
ASSISTANT ADMINISTRATOR	9	28	14	13	24	23	49
OFFICE MANAGER	226	40	4	1	1	5	1
CONTROLLER	5	4	5	5	2	7	7
CHIEF FINANCIAL OFFICER	3	5	6	12	9	27	15
BUSINESS OFFICE MANAGER	43	16	7	4	5	6	12
PERSONNEL DIRECTOR	1	0	0	1	3	6	5
MEDICAL DIRECTOR	0	1	2	1	3	5	0
PHYSICIAN	1	0	2	1	0	0	0
OTHER	2	4	2	1	1	1	1

Table 10B: 25th Percentiles for Salary and Bonuses by Position Description and Number of FTE Physicians Category

POSITION DESCRIPTION	NUMBER OF FTE PHYSICIANS CATEGORY						
	6 OR FEWER	7 TO 15	16 TO 25	26 TO 35	36 TO 50	51 TO 100	101 OR MORE
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$36,000	$45,000	$55,020	$65,250	$73,500	$77,000	$77,750
UNIVERSITY DEPARTMENT ADMINISTRATOR	$31,070	$39,170	$40,000	$44,784	$47,500	$51,000	$45,410
ASSOCIATE ADMINISTRATOR	$31,424	$35,000	$39,500	$38,500	$48,256	$55,000	$50,000
ASSISTANT ADMINISTRATOR	*	$28,500	$31,900	$37,250	$35,600	$40,000	$40,000
OFFICE MANAGER	$27,260	$29,600	*	*	*	*	*
CONTROLLER	*	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	*	*	*	$47,000	*	$48,000	$51,000
BUSINESS OFFICE MANAGER	$27,000	$30,500	*	*	*	*	$37,500
PERSONNEL DIRECTOR	*	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONSES IS LESS THAN 10.

Table 10C: Medians for Salary and Bonuses by Position Description and Number of FTE Physicians Category

POSITION DESCRIPTION	NUMBER OF FTE PHYSICIANS CATEGORY						
	6 OR FEWER	7 TO 15	16 TO 25	26 TO 35	36 TO 50	51 TO 100	101 OR MORE
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$45,000	$54,000	$65,000	$75,000	$85,000	$93,000	$93,400
UNIVERSITY DEPARTMENT ADMINISTRATOR	$36,400	$44,000	$45,000	$51,697	$54,500	$56,209	$61,750
ASSOCIATE ADMINISTRATOR	$35,000	$41,000	$48,000	$43,250	$54,000	$62,000	$63,000
ASSISTANT ADMINISTRATOR	*	$34,500	$40,000	$40,000	$45,750	$45,000	$47,200
OFFICE MANAGER	$33,000	$34,875	*	*	*	*	*
CONTROLLER	*	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	*	*	*	$54,000	*	$62,000	$70,000
BUSINESS OFFICE MANAGER	$31,500	$32,500	*	*	*	*	$48,575
PERSONNEL DIRECTOR	*	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*

Table 10D: 75th Percentiles for Salary and Bonuses by Position Description and Number of FTE Physicians Category

POSITION DESCRIPTION	NUMBER OF FTE PHYSICIANS CATEGORY						
	6 OR FEWER	7 TO 15	16 TO 25	26 TO 35	36 TO 50	51 TO 100	101 OR MORE
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$55,000	$68,000	$82,500	$95,000	$100,000	$120,000	$124,400
UNIVERSITY DEPARTMENT ADMINISTRATOR	$44,845	$50,230	$62,000	$70,464	$66,000	$68,000	$72,500
ASSOCIATE ADMINISTRATOR	$40,000	$48,000	$58,750	$52,000	$70,000	$75,000	$80,000
ASSISTANT ADMINISTRATOR	*	$40,000	$47,000	$48,000	$51,888	$57,000	$61,000
OFFICE MANAGER	$38,000	$48,350	*	*	*	*	*
CONTROLLER	*	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	*	*	*	$63,500	*	$74,000	$88,500
BUSINESS OFFICE MANAGER	$40,800	$39,112	*	*	*	*	$65,250
PERSONNEL DIRECTOR	*	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONSES IS LESS THAN 10.

Table 11A: Number of Responses for Salary and Bonuses by Position Description and Number of People Supervised Category

POSITION DESCRIPTION	NUMBER OF PEOPLE SUPERVISED CATEGORY						
	6 OR FEWER	7 TO 15	16 TO 25	26 TO 50	51 TO 100	101 TO 200	201 OR MORE
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	50	214	324	493	282	163	111
UNIVERSITY DEPARTMENT ADMINISTRATOR	13	47	28	58	33	21	6
ASSOCIATE ADMINISTRATOR	12	30	30	47	42	37	30
ASSISTANT ADMINISTRATOR	28	20	16	31	29	21	9
OFFICE MANAGER	22	142	73	37	1	0	0
CONTROLLER	18	5	4	3	2	1	0
CHIEF FINANCIAL OFFICER	8	22	10	18	14	4	0
BUSINESS OFFICE MANAGER	11	38	21	19	7	0	0
PERSONNEL DIRECTOR	11	1	0	2	0	0	1
MEDICAL DIRECTOR	3	0	2	0	2	0	1
PHYSICIAN	0	0	1	1	1	0	0
OTHER	2	1	4	4	0	1	0

Table 11B: 25th Percentiles for Salary and Bonuses by Position Description and Number of People Supervised Category

POSITION DESCRIPTION	NUMBER OF PEOPLE SUPERVISED CATEGORY						
	6 OR FEWER	7 TO 15	16 TO 25	26 TO 50	51 TO 100	101 TO 200	201 OR MORE
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$40,000	$35,000	$36,050	$42,586	$51,500	$65,500	$80,000
UNIVERSITY DEPARTMENT ADMINISTRATOR	$33,492	$35,780	$37,090	$40,000	$46,000	$52,000	*
ASSOCIATE ADMINISTRATOR	$28,375	$34,000	$31,424	$35,500	$42,000	$44,000	$61,000
ASSISTANT ADMINISTRATOR	$32,665	$31,713	$30,750	$33,000	$36,164	$40,000	*
OFFICE MANAGER	$28,000	$27,000	$28,000	$30,000	*	*	*
CONTROLLER	$36,000	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	*	$49,000	$49,000	$51,000	$60,000	*	*
BUSINESS OFFICE MANAGER	$27,500	$28,050	$29,500	$33,000	*	*	*
PERSONNEL DIRECTOR	$34,000	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONSES IS LESS THAN 10.

Table 11C: Medians for Salary and Bonuses by Position Description and Number of People Supervised Category

POSITION DESCRIPTION	NUMBER OF PEOPLE SUPERVISED CATEGORY						
	6 OR FEWER	7 TO 15	16 TO 25	26 TO 50	51 TO 100	101 TO 200	201 OR MORE
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$51,000	$43,750	$45,000	$53,000	$60,000	$80,000	$95,000
UNIVERSITY DEPARTMENT ADMINISTRATOR	$41,000	$41,275	$49,750	$45,433	$58,900	$60,000	*
ASSOCIATE ADMINISTRATOR	$39,550	$38,750	$40,750	$41,500	$53,300	$53,000	$68,322
ASSISTANT ADMINISTRATOR	$39,500	$38,000	$37,500	$40,000	$50,000	$50,000	*
OFFICE MANAGER	$35,000	$32,250	$35,000	$35,000	*	*	*
CONTROLLER	$46,000	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	*	$58,000	$56,500	$55,000	$67,000	*	*
BUSINESS OFFICE MANAGER	$33,000	$32,500	$35,000	$40,700	*	*	*
PERSONNEL DIRECTOR	$39,000	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*

Table 11D: 75th Percentiles for Salary and Bonuses by Position Description and Number of People Supervised Category

POSITION DESCRIPTION	NUMBER OF PEOPLE SUPERVISED CATEGORY						
	6 OR FEWER	7 TO 15	16 TO 25	26 TO 50	51 TO 100	101 TO 200	201 OR MORE
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$70,000	$60,000	$56,000	$68,000	$80,000	$95,000	$128,000
UNIVERSITY DEPARTMENT ADMINISTRATOR	$45,000	$48,000	$56,000	$55,000	$71,895	$70,000	*
ASSOCIATE ADMINISTRATOR	$51,400	$43,000	$47,000	$59,000	$63,000	$65,000	$80,625
ASSISTANT ADMINISTRATOR	$46,315	$45,800	$43,750	$47,500	$61,500	$55,000	*
OFFICE MANAGER	$40,000	$37,150	$42,000	$41,000	*	*	*
CONTROLLER	$55,000	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	*	$71,000	$79,500	$62,000	$84,000	*	*
BUSINESS OFFICE MANAGER	$42,000	$40,800	$38,000	$47,150	*	*	*
PERSONNEL DIRECTOR	$44,500	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONSES IS LESS THAN 10.

Table 12A: Number of Responses for Salary and Bonuses by Position Description and Single Specialty Group Type

POSITION DESCRIPTION	SINGLE SPECIALTY GROUP TYPE							
	ANESTHE-SIOLOGY	CARDIOLOGY	FAMILY PRACTICE	INTERNAL MEDICINE	OBSTETRICS GYNECOLOGY	OPHTHAL-MOLOGY	RADIOLOGY	SURGERY: ORTHOPEDIC
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	38	68	128	70	73	61	87	185
UNIVERSITY DEPARTMENT ADMINISTRATOR	24	1	13	8	15	12	10	9
ASSOCIATE ADMINISTRATOR	5	6	15	2	3	4	4	7
ASSISTANT ADMINISTRATOR	1	2	5	2	2	3	1	1
OFFICE MANAGER	11	19	28	18	25	6	3	32
CONTROLLER	2	1	1	0	0	2	1	0
CHIEF FINANCIAL OFFICER	0	0	2	0	2	2	4	0
BUSINESS OFFICE MANAGER	10	4	10	3	4	0	7	7
MEDICAL DIRECTOR	0	0	1	0	0	0	0	0
PHYSICIAN	0	0	0	0	0	1	1	0
OTHER	0	0	0	1	0	1	0	0

Table 12B: 25th Percentiles for Salary and Bonuses by Position Description and Single Specialty Group Type

POSITION DESCRIPTION	SINGLE SPECIALTY GROUP TYPE							
	ANESTHE-SIOLOGY	CARDIOLOGY	FAMILY PRACTICE	INTERNAL MEDICINE	OBSTETRICS GYNECOLOGY	OPHTHAL-MOLOGY	RADIOLOGY	SURGERY: ORTHOPEDIC
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$48,300	$42,650	$34,962	$39,500	$33,100	$42,000	$51,000	$43,500
UNIVERSITY DEPARTMENT ADMINISTRATOR	$40,300	*	$35,000	*	$45,165	$37,000	$42,840	*
ASSOCIATE ADMINISTRATOR	*	*	$25,000	*	*	*	*	*
ASSISTANT ADMINISTRATOR	*	*	*	*	*	*	*	*
OFFICE MANAGER	$34,750	$32,500	$25,250	$26,000	$30,000	*	*	$31,050
CONTROLLER	*	*	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	*	*	*	*	*	*	*	*
BUSINESS OFFICE MANAGER	$27,200	*	$24,000	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONSES IS LESS THAN 10.

Table 12C: Medians for Salary and Bonuses by Position Description and Single Specialty Group Type

POSITION DESCRIPTION	SINGLE SPECIALTY GROUP TYPE							
	ANESTHE-SIOLOGY	CARDIOLOGY	FAMILY PRACTICE	INTERNAL MEDICINE	OBSTETRICS GYNECOLOGY	OPHTHAL-MOLOGY	RADIOLOGY	SURGERY: ORTHOPEDIC
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$62,827	$50,000	$42,050	$49,750	$40,500	$55,000	$64,000	$53,000
UNIVERSITY DEPARTMENT ADMINISTRATOR	$48,250	*	$39,000	*	$58,693	$45,470	$45,974	*
ASSOCIATE ADMINISTRATOR	*	*	$32,500	*	*	*	*	*
ASSISTANT ADMINISTRATOR	*	*	*	*	*	*	*	*
OFFICE MANAGER	$42,000	$40,000	$29,100	$27,970	$34,000	*	*	$35,625
CONTROLLER	*	*	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	*	*	*	*	*	*	*	*
BUSINESS OFFICE MANAGER	$33,050	*	$25,375	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

Table 12D: 75th Percentiles for Salary and Bonuses by Position Description and Single Specialty Group Type

POSITION DESCRIPTION	SINGLE SPECIALTY GROUP TYPE							
	ANESTHE-SIOLOGY	CARDIOLOGY	FAMILY PRACTICE	INTERNAL MEDICINE	OBSTETRICS GYNECOLOGY	OPHTHAL-MOLOGY	RADIOLOGY	SURGERY: ORTHOPEDIC
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$80,000	$60,000	$51,500	$62,500	$56,200	$70,000	$92,300	$72,000
UNIVERSITY DEPARTMENT ADMINISTRATOR	$57,202	*	$43,500	*	$64,000	$75,000	$58,000	*
ASSOCIATE ADMINISTRATOR	*	*	$35,000	*	*	*	*	*
ASSISTANT ADMINISTRATOR	*	*	*	*	*	*	*	*
OFFICE MANAGER	$50,000	$42,200	$34,140	$31,275	$36,000	*	*	$41,000
CONTROLLER	*	*	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	*	*	*	*	*	*	*	*
BUSINESS OFFICE MANAGER	$45,000	*	$28,000	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONSES IS LESS THAN 10.

Table 13A: Number of Responses for Salary and Bonuses by Position Description and Geographic Section

POSITION DESCRIPTION	GEOGRAPHIC SECTION			
	EASTERN SECTION	MIDWEST SECTION	SOUTHERN SECTION	WESTERN SECTION
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	359	417	505	373
UNIVERSITY DEPARTMENT ADMINISTRATOR	70	47	72	25
ASSOCIATE ADMINISTRATOR	56	78	50	51
ASSISTANT ADMINISTRATOR	29	58	42	40
OFFICE MANAGER	64	66	83	62
CONTROLLER	7	10	10	8
CHIEF FINANCIAL OFFICER	11	29	20	19
BUSINESS OFFICE MANAGER	32	30	23	13
PERSONNEL DIRECTOR	4	8	1	3
MEDICAL DIRECTOR	3	5	1	3
PHYSICIAN	2	1	0	1
OTHER	3	6	4	3

Table 13B: 25th Percentiles for Salary and Bonuses by Position Description and Geographic Section

POSITION DESCRIPTION	GEOGRAPHIC SECTION			
	EASTERN SECTION	MIDWEST SECTION	SOUTHERN SECTION	WESTERN SECTION
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$42,500	$43,000	$42,000	$44,000
UNIVERSITY DEPARTMENT ADMINISTRATOR	$43,000	$37,424	$36,840	$41,000
ASSOCIATE ADMINISTRATOR	$37,750	$40,000	$32,500	$40,000
ASSISTANT ADMINISTRATOR	$33,000	$35,000	$33,000	$38,250
OFFICE MANAGER	$29,564	$26,000	$29,200	$27,500
CONTROLLER	*	$44,072	$36,000	*
CHIEF FINANCIAL OFFICER	$46,000	$49,000	$43,500	$55,000
BUSINESS OFFICE MANAGER	$30,250	$30,000	$27,500	$32,000
PERSONNEL DIRECTOR	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*
PHYSICIAN	*	*	*	*
OTHER	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONSES IS LESS THAN 10.

Table 13C: Medians for Salary and Bonuses by Position Description and Geographic Section

POSITION DESCRIPTION	GEOGRAPHIC SECTION			
	EASTERN SECTION	MIDWEST SECTION	SOUTHERN SECTION	WESTERN SECTION
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$59,000	$54,200	$55,000	$58,000
UNIVERSITY DEPARTMENT ADMINISTRATOR	$48,133	$50,000	$46,599	$44,736
ASSOCIATE ADMINISTRATOR	$46,210	$51,615	$43,125	$50,000
ASSISTANT ADMINISTRATOR	$42,000	$42,250	$38,000	$48,050
OFFICE MANAGER	$35,000	$29,375	$34,671	$33,619
CONTROLLER	*	$47,750	$41,000	*
CHIEF FINANCIAL OFFICER	$53,500	$56,500	$63,000	$60,000
BUSINESS OFFICE MANAGER	$37,300	$34,813	$35,000	$35,000
PERSONNEL DIRECTOR	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*
PHYSICIAN	*	*	*	*
OTHER	*	*	*	*

Table 13D: 75th Percentiles for Salary and Bonuses by Position Description and Geographic Section

POSITION DESCRIPTION	GEOGRAPHIC SECTION			
	EASTERN SECTION	MIDWEST SECTION	SOUTHERN SECTION	WESTERN SECTION
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$77,500	$70,000	$75,000	$80,000
UNIVERSITY DEPARTMENT ADMINISTRATOR	$60,000	$65,000	$62,000	$54,400
ASSOCIATE ADMINISTRATOR	$55,750	$66,538	$60,000	$63,000
ASSISTANT ADMINISTRATOR	$50,000	$51,500	$49,43[illegible]	$52,750
OFFICE MANAGER	$42,000	$35,450	$40,000	$39,375
CONTROLLER	*	$55,000	$55,000	*
CHIEF FINANCIAL OFFICER	$62,000	$70,000	$77,000	$75,000
BUSINESS OFFICE MANAGER	$50,000	$47,000	$40,800	$39,650
PERSONNEL DIRECTOR	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*
PHYSICIAN	*	*	*	*
OTHER	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONSES IS LESS THAN 10.

Table 14A: Number of Responses for Fringe Benefits by Position Description, Total Revenue Category, and Group Type

POSITION DESCRIPTION	TOTAL REVENUE CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	255	79	357	147	231	196	62	240
UNIVERSITY DEPARTMENT ADMINISTRATOR	36	3	35	9	51	20	17	16
ASSOCIATE ADMINISTRATOR	23	5	19	14	16	27	8	101
ASSISTANT ADMINISTRATOR	8	3	7	6	8	12	4	85
OFFICE MANAGER	136	22	55	12	14	1	1	4
CONTROLLER	2	0	2	2	3	9	2	14
CHIEF FINANCIAL OFFICER	0	0	2	2	5	9	7	54
BUSINESS OFFICE MANAGER	22	5	21	4	10	5	6	14
PERSONNEL DIRECTOR	0	1	0	0	0	0	0	12
MEDICAL DIRECTOR	0	1	0	0	0	2	1	7
PHYSICIAN	0	0	1	0	0	2	0	0
OTHER	1	0	1	2	1	2	1	0

Table 14B: 25th Percentiles for Fringe Benefits by Position Description, Total Revenue Category, and Group Type

POSITION DESCRIPTION	TOTAL REVENUE CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$4,648	$4,601	$7,600	$5,526	$10,200	$9,500	$14,800	$12,500
UNIVERSITY DEPARTMENT ADMINISTRATOR	$6,346	*	$6,040	*	$8,900	$8,048	$9,700	$7,426
ASSOCIATE ADMINISTRATOR	$4,100	*	$6,650	$5,850	$6,600	$6,400	*	$7,750
ASSISTANT ADMINISTRATOR	*	*	*	*	*	$5,270	*	$6,050
OFFICE MANAGER	$4,421	$4,602	$7,000	$4,500	$5,971	*	*	*
CONTROLLER	*	*	*	*	*	*	*	$7,200
CHIEF FINANCIAL OFFICER	*	*	*	*	*	*	*	$7,450
BUSINESS OFFICE MANAGER	$3,740	*	$5,400	*	$5,000	*	*	$4,800
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	$5,961
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONSES IS LESS THAN 10.

Table 14C: Medians for Fringe Benefits by Position Description, Total Revenue Category, and Group Type

POSITION DESCRIPTION	TOTAL REVENUE CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$7,627	$7,315	$11,000	$8,800	$14,900	$13,002	$20,530	$16,950
UNIVERSITY DEPARTMENT ADMINISTRATOR	$8,870	*	$8,900	*	$10,811	$10,218	$12,707	$12,625
ASSOCIATE ADMINISTRATOR	$5,130	*	$9,818	$7,547	$10,303	$7,850	*	$11,900
ASSISTANT ADMINISTRATOR	*	*	*	*	*	$8,104	*	$8,400
OFFICE MANAGER	$6,124	$5,295	$9,250	$8,196	$9,151	*	*	*
CONTROLLER	*	*	*	*	*	*	*	$9,956
CHIEF FINANCIAL OFFICER	*	*	*	*	*	*	*	$10,250
BUSINESS OFFICE MANAGER	$5,240	*	$10,900	*	$7,350	*	*	$7,300
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	$9,250
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

Table 14D: 75th Percentiles for Fringe Benefits by Position Description, Total Revenue Category, and Group Type

POSITION DESCRIPTION	TOTAL REVENUE CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR	$11,262	$9,700	$15,000	$12,500	$21,000	$17,650	$26,733	$23,369
UNIVERSITY DEPARTMENT ADMINISTRATOR	$10,902	*	$11,712	*	$14,900	$15,668	$16,900	$15,881
ASSOCIATE ADMINISTRATOR	$7,500	*	$12,500	$10,350	$16,638	$13,500	*	$16,000
ASSISTANT ADMINISTRATOR	*	*	*	*	*	$11,163	*	$11,168
OFFICE MANAGER	$9,035	$8,524	$11,400	$10,500	$14,134	*	*	*
CONTROLLER	*	*	*	*	*	*	*	$13,780
CHIEF FINANCIAL OFFICER	*	*	*	*	*	*	*	$13,700
BUSINESS OFFICE MANAGER	$8,000	*	$15,700	*	$12,500	*	*	$11,400
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	$12,925
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONSES IS LESS THAN 10.

1989 Membership Salary and Fringe Benefit Survey Questionnaire

Medical Group Management Association

1989 MEMBERSHIP SALARY AND FRINGE BENEFIT SURVEY

1. What is the best estimate of your calendar/fiscal year **1989 SALARY and BONUSES?** This includes **ALL** income earned, such as annual salary, Christmas or other taxed special bonuses, payments in lieu of vacations, etc. $ _____

   What is the best estimate of your calendar/fiscal year **1989 ANNUAL FRINGE BENEFITS?** Please **assign a dollar value** to the benefits you receive.

2. CONTRIBUTION TO RETIREMENT, PENSION, AND PROFIT SHARING PROGRAM(S) BY YOUR EMPLOYER $ _____
3. INSURANCE (Please report total annual premium cost—NOT FACE VALUE—for health/medical, dental, term life, and accidental death and disability income insurance.) $ _____
4. AUTOMOBILE (excluding mileage reimbursement) $ _____
5. EDUCATION/MEETING/CONFERENCE ALLOWANCES OR REIMBURSEMENTS $ _____
6. LEGAL/TAX FEES AND FINANCIAL ADVISORY FEES $ _____
7. PROFESSIONAL ASSOCIATION DUES $ _____
8. OTHER (club memberships, convention travel for spouse, low-cost loans, etc.) $ _____
9. TOTAL ANNUAL FRINGE BENEFITS (sum of answers 2 through 8) $ _____
10. How many working days of paid vacation are you entitled to per year? _____ DAYS
11. How many working days are you entitled to for education/meeting/conference attendance outside the group? _____ DAYS
12. How many actual days did you attend education programs, professional meetings, and conferences last year? _____ DAYS

Please complete and return no later than July 28, 1989.

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MEDICAL GROUP MANAGEMENT ASSOCIATION

MEDICAL GROUP MANAGEMENT ASSOCIATION
1989 MEMBERSHIP SALARY AND FRINGE BENEFIT SURVEY

12. How many years of experience do you have in group practice, health administration, or business management?
    _____ YEARS
14. What is your gender?
    1 _____ MALE 2 _____ FEMALE
15. What one position best describes your responsibilities in the group?
    1 _____ EXECUTIVE DIRECTOR/CHIEF ADMINISTRATOR
    2 _____ UNIVERSITY GROUP DEPARTMENT ADMINISTRATOR
    3 _____ ASSOCIATE ADMINISTRATOR
    4 _____ ASSISTANT ADMINISTRATOR
    5 _____ OFFICE MANAGER
    6 _____ CONTROLLER
    7 _____ CHIEF FINANCIAL OFFICER
    8 _____ BUSINESS OFFICE MANAGER
    9 _____ PERSONNEL DIRECTOR
    10 _____ MEDICAL DIRECTOR
    11 _____ PHYSICIAN
    12 _____ OTHER _____
16. What is your highest level of formal education?
    1 _____ HIGH SCHOOL 4 _____ MASTER'S DEGREE
    2 _____ ASSOCIATE DEGREE 5 _____ PH.D., J.D., ETC.
    3 _____ BACHELOR'S DEGREE 6 _____ M.D.
17. What is your status in the American College of Medical Group Administrators?
    1 _____ NOT AFFILIATED 3 _____ CANDIDATE
    2 _____ NOMINEE 4 _____ FELLOW

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MEDICAL GROUP MANAGEMENT ASSOCIATION
1989 MEMBERSHIP SALARY AND FRINGE BENEFIT SURVEY

18. What best describes your method of income determination?
    1 _____ STRAIGHT SALARY 3 _____ COMBINATION OF SALARY AND
    2 _____ PERCENT INCOME OF GROUP AND/OR PERCENTAGE
    PHYSICIANS 4 _____ SALARY PLUS BONUS
19. Do you have a written employment contract?
    1 _____ YES 2 _____ NO
20. How many personnel do you supervise (either directly or indirectly through subordinate managers)?
    _____ PERSONS SUPERVISED
21. If you have remained in the same position in the group for the past year, what do you expect will be your change in compensation for 1989 compared to 1988?
    1 _____ COMPENSATION WILL DECREASE OVER 5% 5 _____ COMPENSATION WILL INCREASE 11-15%
    2 _____ COMPENSATION WILL DECREASE 1-5% 7 _____ COMPENSATION WILL INCREASE 16-20%
    3 _____ 0% (NO CHANGE) 8 _____ COMPENSATION WILL INCREASE OVER
    4 _____ COMPENSATION WILL INCREASE 1-5% 20%
    5 _____ COMPENSATION WILL INCREASE 6-10% 9 _____ QUESTION DOES NOT APPLY
22. What was the medical group's total revenue from all sources, including fee for service revenue, capitation revenue, and ancillary services revenue such as laboratory, x-ray, etc., in the past year?
    $ _____
23. What is the number of FULL TIME EQUIVALENT (FTE) **PHYSICIANS** in your group?
    To compute the number of FTE physicians in the group, add the number of full-time (1.0 FTE) physicians to the number of part-time physicians. Report the total FTE of **ALL** physicians practicing within the individual group, including shareholders/partners, associates on salary, employed physicians, contract physicians, locum tenens, etc. The FTE of a part-time physician can be computed by comparing the time a physician spends working for the group practice to the time spent in a normal work week, e.g., a physician working in the clinic or in a hospital on behalf of the group for 20 hours compared to a normal 40 hour work week would be .5 FTE. Please round to the nearest tenth FTE.
    _____ FTE PHYSICIANS
24. What is your group type?
    1 _____ SINGLE SPECIALTY 2 _____ MULTISPECIALTY
25. If your group is single specialty, what is the specialty?
26. Is your group university affiliated?
    1 _____ YES 2 _____ NO
27. If your group is university affiliated, what is the type of plan?
    1 _____ CENTRALIZED 3 _____ UNIVERSITY HEALTH SERVICE
    2 _____ DEPARTMENTALIZED 4 _____ OTHER _____
28. Does your medical group derive revenue from HMO/PPO contracts (either discounted fee for service or capitation payments)?
    1 _____ YES 2 _____ NO
29. If Question 28 is "Yes," what percentage of your group's gross revenue is derived from HMO/PPO contracts?
    _____ %
30. In what state or province is your group located? (Please use 2-letter postal code.) _____

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MEDICAL GROUP MANAGEMENT ASSOCIATION
1989 MEMBERSHIP SALARY AND FRINGE BENEFIT SURVEY

IF YOU DO NOT WANT TO COMPLETE THIS SURVEY QUESTIONNAIRE, PLEASE RETURN IT TO MGMA, INDICATING YOUR CONCERNS BELOW. Your response is appreciated and will be used in evaluating the survey. Any other suggestions for content or format changes are also solicited. Since the MGMA Membership Salary and Fringe Benefit Survey is anonymous, if you want a response to a question, either note your name, group, address, and phone number below or write your question using medical group letterhead. If you identify yourself, your questions will be answered.

SUGGESTIONS AND COMMENTS

THANK YOU FOR YOUR TIME AND EFFORT IN COMPLETING THIS SURVEY.

Sincerely,

MGMA Financial Management Committee and
MGMA/CRAHCA Staff

Please return your completed questionnaire **no later than July 28, 1989** to: MGMA 1989 Membership Salary and Fringe Benefit Survey, 1355 South Colorado Blvd., Suite 900, Denver, Colorado 80222. A pre-addressed envelope is provided for your convenience.

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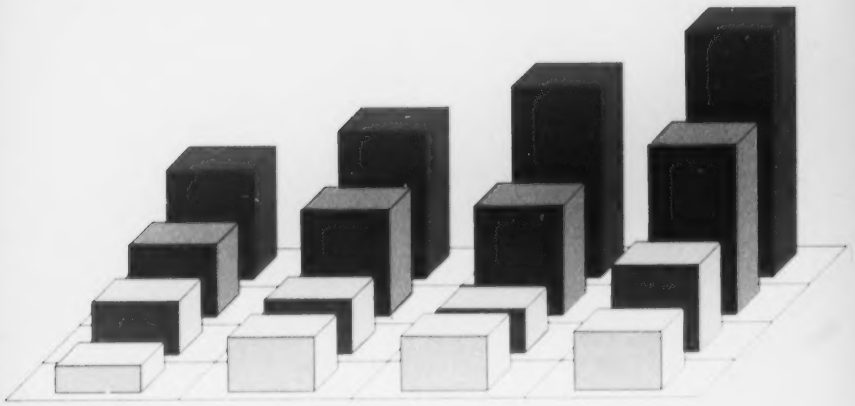

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